



HOW TSEBO MANAGES AND MAINTAINS THE **COMPLEX ENGINEERING REQUIREMENTS** FOR ONE OF AFRICA'S LARGEST THEMED RESORTS – SUN CITY

INTRODUCTION

Located in a remote part of the North West Province and spanning about 1 million metres squared of built space – including the Soho, Cascades, Cabanas and The Palace of the Lost City hotels, the Valley of Waves and two world-class golf courses – Sun City is one of South Africa's largest and most popular entertainment and casino resorts.

With its extensive experience in Facilities Management, Engineering Solutions and Energy Management, Tsebo was initially asked to conduct an **accurate asset condition assessment and asset tagging exercise** of approximately **5 000 pieces of engineering equipment**.

However, after extensive research, thorough competitor analysis and internal consultation, Sun City's management team decided that by partnering with Tsebo, they would have access to some of **the best engineering minds in the country at a reduced cost**. And, after experiencing Tsebo's professional conduct, they realised that the service provider had the capability to holistically manage an engineering operation of this magnitude.

THE CHALLENGE

Sun City opened in 1979 and expanded to include The Palace of the Lost City and the Valley of Waves in 1992, which, at that time, was the largest water park in the world.

However, with continuous use by large volumes of guests over numerous years, the challenge lies in keeping Sun City's mammoth engineering infrastructure in pristine condition, ensuring that The Lost City remains relevant and exciting for guests to enjoy.

From an operational perspective, the engineering requirements of Sun City are highly complex and diverse. It requires continuous coordination, maintenance and care from an experienced service provider with extensive engineering and energy management experience.

With a variety of service providers and staff on-site, repair of items was ad hoc, and there was no regular maintenance schedule or standardisation of basic energy commodities.

As an entertainment complex operating 24/7, Sun City was looking for a service provider that would provide a good organisational fit through an **always-on, problem-solving approach**. They wanted a partner that would not only **respect their customer-centric business** by conducting themselves professionally with meticulous **cleanliness and attention to detail**, but also through **strong ethical values, productivity and economic mindfulness**.

OUR SOLUTION

After assessing the condition of the major mechanical and engineering equipment, Tsebo proposed a strategic **CapEx repair and replacement roll-out that considered the lifespan of equipment and budgetary implications of replacement over time.** The goal is to not only fix mechanical issues over the short term, but to ensure long-term solutions to increase the longevity and cost-effectiveness of the equipment.

To achieve this, Tsebo devised a three-pronged operational model comprised of:



An Infrastructure Team

To conduct major maintenance and repair.



A Rapid-Response Team

To enhance the customer experience by quickly dispatching technicians on scooters to fix smaller faults in rooms etc.



A Rooms' Care Programme

To take 20 rooms out of circulation at a time for full inspection and ongoing maintenance work.

Tsebo also **introduced on-the-job training to upskill Sun City's maintenance staff** and established basic systems and processes to ensure that the correct checks and balances were in place for effective engineering services.

BENEFITS AND RESULTS

Tsebo deployed over 80 staff members, including highly skilled members of its top management, and absorbed a number of Sun International employees into its team. Additionally, over 20 subcontractors were vetted and approved to allow the contract to scale up and down as needed.

- **Over 80** Tsebo employees on-site
- **Over 20** additional subcontractors
- **Over 5 000** maintenance job tickets issued monthly

Change Management and Training

Training and upskilling is an integral part of Tsebo's ethos, with the result that all members of the team receive continuous on-the-job training and opportunities for professional development.

Although COVID-19 pandemic restrictions prevented Tsebo from holding a formal bridge crossing ceremony to symbolically welcome the Sun International staff into its team, smaller ceremonies have been held to ensure that all staff feel welcome and appreciated.

Tsebo introduced regular "Walk the Floor" sessions by senior management and staff to identify and respond to potential issues and gain an understanding of any problems "from the ground up".



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We are very pleased with how methodically Tsebo handled the change management process. It is clear that people are at the core of their business. With Tsebo onboard, we noticed a significant increase in the morale and motivation levels of the engineering team.

– Brett Hoppé,
General Manager: Sun City Resort

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SCOPE OF WORK

From plumbing and general room maintenance to restoring historical fountains and keeping the famous Vally of Waves in pristine condition, **Tsebo manages all of Sun City's engineering solution requirements across a nearly 20 km circumference, including:**

- **The Valley of Waves** that uses 200 000 cubic litres of water a month, including 8-million litres for the Wave Pool and 4-million litres for the Lazy River.
- **Over 1 750 hotel rooms** that includes general maintenance and repair as well as regular roof-clearing to ensure excess foliage is removed from the exterior and that roofs are sealed and leak-proof for the rainy season.
- **Two world-class golf courses** that are irrigated by 75 000 litres of treated water a month from the Waste-Water Treatment Plant.
- **Sun Central**, an entertainment centre that is a vibrant concentration of restaurants, specialty shops, cinemas and the Convention Centre.
- **The Superbowl**, used for conventions, banquets, extravagant promotions, big-name shows and international events.
- **Sun City Casino** features 700 hundred slot machines and 51 popular table games.

Standardisation of commodities

Tsebo's asset audit revealed that the resort was using 260 different types of lightbulbs alone, not to mention a mismatch of other commodities. Through its extensive group buying power, Tsebo was able to source and standardise superior energy-efficient commodities at a heavily discounted price for Sun City.

Innovative Key-Control App and integrated reporting

The App electronically issues job cards to staff and allows Tsebo to manage and track the status of the about 5 000 job tickets issued in a month. Staff can also log any issues or complaints and add photographs for the attention of other members of the team on the app. Live data is collated for accurate integrated advanced monthly reporting to Sun City management.

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In the current economic climate, it is amazing that Tsebo has a proven track record in excess of 50 years. When we were considering the outsourcing of our complex engineering requirements, partnering with a reputable partner with over 50 years of cumulative intellect and expertise was a deep consideration for us. Today, we are really proud of our association with Tsebo of and thankful for our partnership with their Engineering Solutions Team.

– Brett Hoppé,
General Manager: Sun City Resort

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